

LET'S GET REAL OR LET'S NOT PLAY

**TRANSFORMING THE
BUYER / SELLER RELATIONSHIP**



**MAHAN KHALSA
and RANDY ILLIG**

PORTFOLIO

Contents

Foreword	xi
Preface	xv
Introduction	1
CHAPTER ONE: KEY BELIEFS	7
Key Belief No. 1: Consultants and Clients Want the Same Thing	7
Key Belief No 2: Intent Counts More Than Technique (and Technique Is Still Important)	10
Key Belief No. 3: Solutions Have No Inherent Value	13
Key Belief No. 4: Methodology Matters: <i>The ORDER Model</i>	16 19
Key Belief No 5: World-Class Inquiry Precedes World-Class Advocacy	24
CHAPTER TWO: QUALIFYING: OVERVIEW	28
No Guessing	31
Slow Down for Yellow Lights	37
CHAPTER THREE: QUALIFYING OPPORTUNITIES	46
The Opportunity Checklist	47
<i>Structuring the Opportunity Conversation</i>	47

<i>Move off the Solution</i>	48
<i>Get Out All of the Issues</i>	52
<i>Prioritize the Issues</i>	54
<i>Gather Evidence and Impact</i>	55
<i>Explore Context and Constraints</i>	70
CHAPTER FOUR: QUALIFYING RESOURCES	79
Time	80
People	81
Money	82
CHAPTER FIVE: QUALIFYING DECISIONS	94
Articulating and Influencing the Decision Process	95
Gaining Access to Key Stakeholders	104
Understanding Decision Criteria	115
CHAPTER SIX: WINNING: THE ART OF ENABLING DECISIONS	121
Don't Present Until You Are Ready to Present	122
The Meeting Plan—Present to Enable a Decision	128
<i>End in Mind</i>	130
<i>Key Beliefs</i>	134
<i>Proof / Action</i>	137
<i>Questions</i>	139
<i>Yellow Lights</i>	144
<i>Next Steps and Agenda</i>	165
Results	167
“Yes, Let's Do It.”	167
“No, Thank You.”	169
No decision	169
CHAPTER SEVEN: INITIATING NEW OPPORTUNITIES	170
Prioritize: Do Fewer, Do Them Better	172
Prepare	173
Personalize: No Cold Calls! Get A Referral to the Client	187

Practice	193
Pre-positioning Meetings for Success	196
LAST WORDS	199
<i>Appendix One: Summary and Quick Reference</i>	201
<i>Appendix Two: Creating and Applying an Intent Statement</i>	219
<i>Appendix Three: Getting People to Call You</i>	225
<i>Acknowledgments</i>	229
<i>Notes</i>	233
<i>About the Authors</i>	253
<i>Index</i>	255